DOCUMENT RESUME

ED 302 697 CE 051 723

TITLE Corrections Officer Knowledge/Skill Maps. Standards and Training for Corrections Program.
INSTITUTION California State Board of Corrections, Sacramento.
PUB DATE 87
NOTE 173p.; For related documents, see CE 051 717-725, 729-735, and 739-744.
PUB TYPE Tests/Evaluation Instruments (160)

EDRS PRICE MF01/PC07 Plus Postage.
DESCRIPTORS Adult Education; *Competency Based Education; *Correctional Rehabilitation; Job Skills; Postsecondary Education; *Prisoners; *Statewide Planning; *Supervision
IDENTIFIERS *California; *Correctional Officers

ABSTRACT

This set of knowledge/skill maps are intended to assist individuals responsible for developing training courses for corrections officers. Maps are provided for the following task areas: booking, receiving, and releasing; escorting and transporting; recordkeeping and report writing; supervising noninmate movement and visitors; searching and securing; supervising inmates; communicating; performing physically demanding tasks; and miscellaneous tasks. Each knowledge/skill map consists of cross-referenced lists of values, prerequisites, aids and resources, rules and concepts, and procedural steps. (YLB)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED302697

STANDARDS AND TRAINING
FOR CORRECTIONS PROGRAM

STC

BOARD OF CORRECTIONS

KNOWLEDGE/SKILL MAPS

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☑ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

C W Page

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

CE051228

BEST COPY AVAILABLE

CORRECTIONS OFFICER

Copyright California Board of Corrections

INTRODUCTION

Gilbert's (1978) "knowledge and skill mapping" process was used in the workshops to generate the training needs analysis information needed for training design. For each core job task (i.e., commonly performed by incumbents across the state), subject matter experts were asked to address the following questions:

1. What are the subtasks or steps which underlie this core task? Is there a definite sequence in which these subtasks or steps are performed?

2. What rules, concepts, or principles are used by those who do this task particularly well?

3. What resources or aids are available to the performer as he/she performs this task?

4. What knowledges, skills and abilities (KSAs) must the performer bring to this task? That is, what are the prerequisite KSAs?

5. What is the value of this task? What are the consequences of effective or ineffective performance?

The data collected resulted in a knowledge and skill "map" for each core job task. Each map consists of all the knowledges and skills - generated by asking questions listed above - necessary for successful performance of a given core task. Each of the questions listed above surfaces a different type of capability which, if lacking, could result in poor performance. To the extent that incumbents are not expected to have such knowledges or skills when hired, these capabilities represent training needs.

These maps are contained in this document.

For readers who review the knowledge and skill maps, two points of clarification are necessary. First, some core tasks identified in the earlier Job Analysis Phase of the Standards Project were combined by the subject matter experts because such tasks were actually steps directed toward the same objective.

Second, the knowledge and skill maps for some core tasks do not contain information for each of the five types of knowledges or skills (i.e., some columns may have no entries). This is because the subject matter experts agreed that knowledges or skills of that type are not needed to meet minimum performance standards.

1.0 Booking, Receiving, and Releasing

1.1 (1,4,5,6) Receiving inmates. (Note: This function is not typically assigned to inexperienced COs)

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Liability for illegal detention *Inappropriate court assignment *Poor information may lead to inappropriate classification and danger to staff, inmates	*Familiarity with paperwork required for receiving prisoner (AS)* *Ability to discriminate between a felony and misdemeanor *Knowledge of common charges and associated state codes *Recognize factors that will impact classification (see 1.4 for factors) *Ability to use defensive/ control tactics *Interpersonal communication skills (with arresting officer and prisoner) *Ability to conduct strip search following department and statutory regulations *Recognize and know what to do with contraband (AS) *Ability to recognize violations of state law and department policy re: contraband *Basic knowledge of the rules of evidence *Knowledge of state law re: medical screen questions (Title 15) *Ability to recognize circumstances in which a person can be held on a misdemeanor (PC 853.7)	*Receiving form (AS) *Arresting officer *Department policy or forms manual (AS) *List of commonly used subsections *Bail schedule *Abridged codes *Contraband list or list of what prisoner can have (AS) *Health questionnaire *Inmate	*Review required paperwork for: -completeness -accuracy *If charge is not on list, check with supervisor *Deal assertively with arresting officer *Watch for animosity between arresting officer and prisoner; isolate where necessary *Pat-search must be head-to-toe *Detecting medical problem signs: -odors (e.g., alcohol) -unusual verbal responses -physical injury -unusual motor behavior -medical alert bracelets -track marks	1. Obtain information from arresting officer 2. Pat-search incoming prisoners 3. If probable cause, conduct strip search 4. Screen prisoners to determine if medical attention is needed before booking

*Agency specific

1.1 (1, 4, 5, 6) cont.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
7	*Knowledge of which holding room would be applicable for what charges. (AS)			8

1.2 (2,3,7,15,16) Booking Inmates (Note: Booking is not typically performed by inexperienced COs)

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Liability for illegal detention *Information on booking sheet may, in some cases, be used by outside sources (e.g., other law enforcement agencies, the press) and therefore must be as accurate as possible *Liability for lost or incorrectly described property *Booking forms are permanent records and are a source of information for nation-wide crime records	*Knowledge of different types of bookings (detainers): -booking card -warrants -court order or commitment -bail bond surrender -DA letters -State parole or probation holds -out-of-state warrants -290 booking/registration *Knowledge of who has the authority to book a type of violation (e.g., violation of parole or probation) *Ability to tactfully as questions *Assertiveness *Attention to detail *Ability to count money *Ability to read (e.g.,warrants)	*Booking forms and cards (AS) *Supervisor *Abridged state codes *Bail schedule *Property inventory forms (AS) *Departmental Policy Manual (AS)	*If person is there on a warrant, don't accept until you have a valid warrant abstract (see 1.6) *Describe/identify objective characteristics of property (e.g., yellow metal ring) *Proper booking can require wide range of knowledge and experience - when in doubt, contact supervisor	1. Gather required forms/documents 2. Review documents for accuracy and completeness 3. Fill out booking forms and cards 4. Obtain information from prisoner 5. Transfer information from arresting officer's reports to booking sheet 6. Inventory and take custody of and document prisoner's property, clothing, and/or money 7. Obtain sign-off from prisoner

1.3 (8,9,10) Processing inmates before housing or release.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Legal liability for not giving phone calls *May jeopardize the case if not given *One or even a few incidents may trigger over-reaction and new statutory regulations *Inability to link someone to a crime because of poor picture or fingerprints *Fingerprints are required to complete criminal history; if not done, crime or disposition will not show on rap sheet *Establishes that the person was in custody during a given period	*Knowledge that prisoners have right to make 3 completed phone calls within 3 hours of arrest (PC 851.5) *Ability to use photographic equipment (AS) *Ability to roll fingerprints to satisfaction of DOJ *Knowledge of list showing what prints are required for what crimes per state and department regulations *Ability to discriminate good from poor prints *Ability to complete fingerprint form (DOJ)	*List of crimes/prints *Photographic equipment *Fingerprinting equipment *Local identification technician can be helpful with training *DOJ booklet on fingerprinting *ID bracelet equipment	*Document completed phone calls and time *When fingerprinting, have prisoner look away to help relax, dry off sweaty palms *Need to be sure identifying data is in picture *When dealing with juvenile, refer to WI Code for criteria for determining when to fingerprint (WI 660's) *Put proper information on ID tag or bracelet	1(8). Provide incoming prisoners the required phone calls 2(9). Photograph incoming prisoners 3(10). Fingerprint incoming prisoners

1.4 (19) Classify inmates (e.g., according to security risk factors) and assign housing (Note: Not typically performed by inexperienced COs)

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Inappropriate classification can endanger staff, community, and inmates *Facility security *Legal liability for inappropriate classification *Critical for maintaining facility security	*Knowledge of classification categories: -gang affiliation -sexual tendencies -assaultive/violent behavior -mental illness -adult/juvenile -suicidal -sophisticated criminal history -notoriety -occupation (e.g., law enforcement officer) -informants -federal vs. state prisoners -crime partners -civil prisoner -pro-per -sexual crimes (e.g., child molesting) -high escape risk -medical classifications (e.g., contagious diseases) *Knowledge of facility and housing system (AS)	*Rap sheets *Local records *Arresting officer *Abridged codes *Departmental Policy Manual (AS) *Classification unit (AS)	*Spend time with inmates to ask all the questions and follow-ups necessary to gather all this information *Classification is difficult and high risk task - when in doubt, ask supervisor *Follow-up on signs indicating any of classification factors. For example: -guy who wants to be assigned to a particular unit -unusual nervousness *Watch out for inmates trying to manipulate you into a particular decision *Be assertive in asking questions; inmates recognize new employees and may try to take advantage of new CO *Check medical clearance or opinion which may determine where inmate is to be housed	

1.5 (13) Issue clothing, bedding, supplies to new inmates.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Legal liability if not received *Wasted time, money, effort, if issued inappropriately *May impact laundry costs *Control is important (possible hording of clothes and supplies can lead to escape possibilities)	*Knowledge of departmental policy re: what is issued to inmates (AS) *Knowledge of legal requirements for clean clothes, minimal bedding *Knowledge of who is entitled to clothes, bedding, etc. (AS) (e.g., length of time person is to be held) *Minimum jail standards (Title 15) dictate type of clothing, bedding, and supplies that are required	*Departmental Policy Manual and checklists for issue (AS) *Booking form *Title 15	*Most experienced inmates will try to get whatever they can	
15				16

1.6 (16) Run warrant checks on incoming prisoner and/or prior to releasing inmates.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*May release a wanted person if not done *Legal liability for illegal detention *Civil liability for releasing wanted, dangerous person	*Ability to operate teletype (AS) *Ability to read warrant abstract or warrant *A valid warrant includes: -name -date of birth -issuing agency -date of issue -judge's name -bail -warrant number -physical description	*Manuals (e.g., DOJ) *Department policy re: acceptance of warrants *Teletype	*Look for active warrants *Use to verify identity of inmate (i.e., matching warrant to person being held)	1. Determine if there is a warrant or hold on this person 2. Confirm warrant with issuing agency 3. Book or release depending on outcome of warrant check

1.7 (17) Release prisoners on Own Recognizance (OR) or Cite Release and fill out forms.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*If court does not have original signature, it will not issue a warrant and person will never have to appear in court *If information is incorrect or illegible, releasee may not show up in court and another warrant may be issued	*Knowledge of department and state policy on OR or Cite Release (AS) *Ability to fill out forms (AS) including abbreviations *Knowledge of time frames within which court dates must be set (excluding holidays and weekend days) *Knowledge of court directives re: setting appearance dates and times (AS) *Ability to complete citation (AS) *Knowledge of what is involved in an OR and/or Cite Release	*Court calendar *OR and Cite Release Form	*Do not give releasee the original OR form *Be sure to fill out form (common error when busy) *Stay current with respect to court calendar (directives) *Write legibly and press hard on forms *Verify that signature on booking form is same as on release *Make sure citation has correct judicial district (court)	1. Determine eligibility for OR and Cite Release 2. Establish court of appearance, and court date and time 3. Advise releasee of OR or Cite Release requirements 4. Ensure releasee's understanding of requirements 5. Obtain signature from releasee 6. Retain original 7. Give releasee a copy of OR form.
19				20

1.8 (20) Verify identity of inmates before releasing.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Inappropriate release may endanger community, staff, etc.		*Booking form *Booking picture .Booking prints	*Verify identity from at least two sources, one of which is picture *Verify that signature on booking form is same as on release *When in doubt, check with supervisor	1. Match booking picture with inmate 2. Ask for SS#, mother's maiden name, address, birthdate - verify 3. Check physical description 4. Match prints taken at incoming with prints taken when releasing (AS) 5. Check original signature

1.9 (21) Perform paperwork necessary for "in-custody" releases (for example, to another detention facility).

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
(Note: Entry-level just need information on this because will not typically perform)	*Knowledge of person's eligibility for assignment outside the facility per classification *Knowledge of and ability to read: different types of releases. For example: -removal order -commitment *Familiarity with department criteria for moving inmates between facilities (AS) *Knowledge of how to transfer inmates' property (AS)	*Removal order *Commitment *Departmental policy and procedures manual (AS) *Orders to produce	*Ensure identity of inmate/transporting officer and validity of release *Check who you are transporting, their crime, purpose of transport, and whether there might be a problem in mixing certain inmates during transport *Obtain signature form from transporting officer *Check for necessary paperwork that needs to accompany the person	

1.10 (22) Perform paperwork necessary for "time served" releases (Note: Not typically performed by inexperienced COs)

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Prevents lawsuits from inmates not released on time *Prevents possible early release of inmate 25	*Familiarity with types of sentence credits used in computing "time served": -program time (e.g., giving blood) -good time -work time -credit for time served -school time -early release (PC 4024)	*Good time/work time chart *Procedure chart	*Check commitment for release date *Don't ignore inmate who says he/she is due for release, check it out	26

1.11 (23) Turn over property and/or money for releases, get appropriate signature, and record/log.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*County is liable for property loss; impacts negatively on budget *Reflects negatively on performance review	*Knowledge of who does this	*Department Manual *Inventory forms *Loss of property forms	*Inventory property with inmate as you give it back - item by item *Ensure that inmate understands that when they sign off they agree with inventory *Obtain signature from: -releasing officer -inmate	

1.12 (36) Revelw ball bonds to ensure correctness.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Person may be illegally out of custody *Prevents accepting illegal bonds	*Ability to read bail bond, court documents *Knowledge of purpose of bail	*Court calendar *Court documents *Bail bond *Bond regulations	*Check to be sure bond is valid: -notorized -notary/agent signature -amount must be equal to or greater than bail set -correct court date and jurisdiction -no holds on insurance company -must have offense/charge -name booked under must be on bond -warrant and case number, or booking number *NEVER recommend a bail bond agent to an inmate *Check first to determine if inmate is eligible for bond -- may have other holds, etc.	
29				30

2.0 Escorting and Transporting

2.1 (24) Escorting inmates to and from locations within the facility.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Improper supervision could lead to: -death or injury to officers/inmates -riots -escapes -loss of credibility of officer -loss of inmate discipline -passing of contraband/ information	*Knowledge of housing and classification system (AS) *Familiarity with housing layout (AS) *Familiarity with special orders board or whatever county has with directives (AS) *Knowledge of proper security measures for mass movement or individual movement *Knowledge of proper positioning and distancing during movement *Knowledge of emergency procedures (AS) *Knowledge of how specific doors, locks operate and purpose of doors, locks, etc. in facility	*Housing Card (i.e., classification information *Procedures Manual (AS) *Memos with special orders/directives (AS) *Standard (movement) transportation lists (i.e., court list, medical treatment, cell moves, etc.)	*Where a person is housed can tell you his/her security risk *Walk behind the person *Stance and distance between officer and inmates is important (please describe) *Keep a group together *Determine movement in groups, individually, or on their own by: -security risk -purpose of movement -classification -how many officers available *Maintain orderly movement (maintain discipline)	1. Determine where to go from order 2. Identify within security risk factors 3. Determine whether individual movement or mass movement 4. Secure area 5. Give inmate(s) proper instructions regarding where they're going and, if not personally escorting, how they are to get there

2.2 (26) Verify inmates' identity before escorting or transporting.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Improper verification: -wastes department time and effort -wrong person may end up in wrong place -legal liability to problems that arise during escort or transport *Prevents escapes *Prevents confrontation between inmate "enemies"	*Familiarity with source document and housing card (where to obtain and how to find needed information) (AS)	*Source document: -court list -transportation list -release roster *Housing card -photo -date of birth	*Use documents if you are in doubt about an inmate's ID *Do not assume identity -- be certain	1. Determine who you need to transport 2. Identify the transportee through roll call 3. Verify through: -picture -date of birth -personal data -wrist band -source documents When in doubt, call supervisor
34				35

2.3 (27) Apply appropriate restraints for transportation, such as handcuffs, leg irons, and travel chains.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*If don't secure restraints correctly there is a risk of: -escape -physical harm to prisoners, officer -injury to hands, wrists of inmates	*Knowledge of department procedure for which restraints to use at what time (AS) *Ability to operate handcuffs *Knowledge of proper maintenance of handcuffs *Knowledge of officer safety procedures to be used in cuffing/uncuffing prisoners *Knowledge of cuffing disabled inmate; one arm, etc. *Knowledge of department policy for applying leg irons (AS) *Knowledge of potential danger of physical harm from prisoner when applying leg irons (use proper officer safety procedures) *Knowledge of department procedures for applying travel chains (AS)	*Special orders board/ memo board *Procedures manual (AS) *Transportation booklet *Restraint equipment, including leg irons, handcuffs, etc.	*Women's hands are smaller, easier to slip off handcuffs *Make sure handcuffs are working properly *Do not apply them too tightly *Restrict cuffs used to department issue *Position inmate so that he cannot kick officer *Do not position too tightly *Make sure you have proper keys *Be safety conscious when cuffing or uncuffing *Put handcuffs on before leg irons and remove leg irons before removing cuffs *Use departmental issued equipment only *Keep chains and cuffs in good working order	*Receive order from supervisor indicating which restraint is appropriate to situation (is told which to use by superior) Handcuffs: 1. Hands to rear 2. Backs of hands together (palms out) 3. Place handcuffs above (away from hand) wrist bone 4. Keyholes toward officer/inmates fingertips 5. Secure on arm tightly enough so that they don't slip over wrist bone 6. Double lock Leg irons: 1. Position inmate so he can't kick officer 2. Position officer so that restraint can be applied while officer can see inmate's movements, action 4. Place on leg above anklebone

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
				5. Secure so that cuffs are not too tight when inmate stands (finger width from leg) 6. Double lock Belly chains/waist travel chains: 1. Make sure you have key 2. Make sure cuffs work and chains not too small or too large 3. Follow department procedure for applying chain, making sure chain is not too loose or too tight 4. Double lock chain 5. Apply handcuffs according to handcuff procedure 6. Double lock handcuffs

2.4 (28) Transport inmates individually or in groups to and from locations outside the facility.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
'If don't search vehicle, could lead to contraband brought into facility 'Improper supervision could lead to: -life/death situation -escape -riots -injury -law suits	'Knowledge of what inmates are allowed to have during transportation and at destination 'Knowledge of inmates' classification/security risk 'Ability to use restraint procedures 'Knowledge of distinctions of handling transportation of special cases: -women -protective custodies -handicapped 'Be familiar with radio procedures	'Restraints 'Vehicle for transportation 'Safety equipment	'Stay with inmate at all times 'With females, log time and mileage (male officers) 'No outside contact for inmates being transported 'Don't tell in advance when/where being transported 'Drive safely 'Don't stop to render assistance to citizens 'Control inmates during transport: -catcalls -obscene gestures -maintain order -keep group together 'Must have safety equipment on officer's person (i.e., mace, gunbelt, side arm, etc.)	1. Search vehicle for contraband 2. Identify location (where you're going) 3. Identify and verify inmate 4. Note inmate's classification 5. Search inmate(s) for contraband, weapons, and confiscate everything 6. Apply appropriate restraints 7. Check to be sure you have proper number of officers 8. Put inmate in vehicle 9. Lock vehicle 10. Go to destination 11. Communicate special orders/classifications to any officer taking responsibility for inmate at destination

2.5 (30) Guard inmates outside jail (e.g. in hospitals, at funerals, at court).

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Proper supervision prevents: -receipt of contraband/ information -escape -assault -injury to staff, inmates	*Knowledge of inmates' custody status and classification *Knowledge of legal restrictions on use of restraints (e.g., WI, PC, FTC, Fire) *Knowledge of departmental procedures for supervising outside facility (AS) *Know destination *Knowledge of emergency procedures	*Procedures manual (SOP) *FTC code *WI code (5150) *Fire codes *Penal code	*Stay with prisoners at all times *Do not be distracted by outside sources *Do not remove retraints *Do not chain leg irons to bed (Why not?) *Have knowledge of inmates' classification *Locate emergency exits	1. Check and secure area before inmate arrives -nowhere to escape to, through -are no extra people where shouldn't be -prevent contact from outside persons 2. Position physically so inmate is visible at all times and officer can respond to any possible disruption (i.e., escape attempts, unauthorized contact or communication with outside persons, assault on others or self abuse, or contraband

3.0 Record Keeping and Report Writing

3.1 (32,35,36,37,38,39,40,41,42,44,45,48,49,50,51,52,53,54,58,59) Report Writing and Record Keeping

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Documentation and passing information *Means of evaluation *Training aid *Used in court *Legal liability *Insures justice prevails *Good record keeping makes information easy to find when it is needed	*Basic writing skills: -simple sentence structure -dictionary use -spelling *Knowledge/ability to use and understand terminology/vocabulary used in corrections *Knowledge of what information goes into what reports *Knowledge of routing procedures -general overview *Knowledge of elements of crimes *Knowledge of how things should be organized within the paper *Knowledge of how to block print *Familiarity with various forms/reports: -types of information included on form -terminology - working understanding of *Knowledge of where to locate and how to use reference materials *Knowledge of procedures for financial transactions - who takes care of those matters *Knowledge of where various logs can be found and when and how to use them - formats, etc. (AS)	*All codes *Department policy (AS) *Report writing manual (AS) *Training officer; supervisor *Dictionary *Drug reference books *Forms manual *Policy/procedures manual	*Do immediately after incident *Do not be too general or ambiguous or too specific *Be accurate *Be clear, concise, honest *If typed, be sure it is proofread *Neatness counts *Most common reports written: -incident report -disciplinary report -crime report -drug report -escape report -"use of force" report -supplementary reports *Include names, dates, participant identification, statistical information - date, time, location, summary of incident *Detention status can be changed by court *Include evidence, property damage, disposition of activity, appropriate people notified	

3.1 (32,35,36,37,38,39,40,41,42,44,45,48,49,50,51,52,53,54,58,59) Continued

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
47	*Knowledge of work request procedures (AS) *Knowledge of what form each report goes in *Knowledge of where reports are filed			43

4.0 Supervising Non-Inmate Movement and Visitors

4.1 (40,41,42,61,62,63) Screen, search, and admit visitors.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Failure to monitor what visitors bring in to the facility can endanger staff, inmates, and undermine facility security *Prevents incoming contraband	*Knowledge of department policy re: personal visits (e.g., frequency, dress) *Knowledge of statutory law covering visits to institutions - search and seizure law *Knowledge of facility security level	*Department policy	*Check for proper ID (e.g., medical, attorneys) *Determine if person is eligible to visit (e.g., age) *Check for unusual visitor behavior or appearance	1(61, 63). Screen and check passes of visitors or non-jail personnel entering and leaving facility/ cells 2. Check ID of all visitors 3. Search visitors, if necessary 4(60). Issue passes/ badges to visitors 5(62). Admit/release visitors including attorneys, ministers, and inmates' visitors

4.2 (64, 65) Supervise contact/non-contact visits.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Contraband passed during visits can endanger staff, inmates, etc. *Emotional time and can be explosive	*Knowledge of attorneys' rights/ privileges for visitation of their clients (Penal Code) *Knowledge of previous problems, behavior of inmates, classification, and custody status	*Department policy/procedures manual (particularly visitation) (AS) *Telephone cut off switch if available	*Contact visits: -monitor degree of physical contact and maintain level per department policy -be more careful about what is brought in (contraband) -watch for passing between inmate and visitor -if suspect something was passed, check the inmate (e.g., strip search) -document incidents -hold inmate responsible for problems/violations -may have to issue arrests/ warnings to visitors (e.g., bringing in drugs) -search/check area of visit before and after (e.g., structural damages) *Non-contact visits: -watch visitors most carefully - they are usually the source of problems -keep moving, visible, don't get into a predictable pattern -be consistent and firm in maintaining time limits *Attorneys, ministers: -most contraband that comes into a facility comes in through attorneys -be assertive in making attorneys comply with rules/ regulations - they are the most difficult	

4.2 (64,65) Continued.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
54			-they will try to intimidate rookie officer -communication with attorneys and ministers is privileged - do not eavesdrop 'Check the visiting sheet to anticipate problems (e.g., wife, girlfriend visit at same time)	55

4.3 (45,66) Search articles, packages, property, and money left by visitors for inmates.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Control of weapons, drugs in facility *Danger to staff, inmates *Security of facility	*Knowledge of what is in demand in facility *Knowledge of department policy regarding disposal of found contraband *Knowledge of what can/cannot be confiscated *Knowledge of when possession of contraband indicates arrest	*List of excluded items per department policy (AS) *Training aids or bulletins on what and how things are being brought in	*Thoroughness of search is essential *Things to look for, for example: -shoes (e.g., heels, steel shank) -hard-bound books -greeting cards -between pages of magazines and newspapers *Passing of drugs is more common than weapons *Confiscate anything that appears unusual *Be careful when searching, if there is a hypodermic and you get poked, may contract hepatitis *Write report if contraband is found	

5.0 Searching and Securing

5.1 (39,40,69,70,74) Take inmate counts, verify inmate counts against roster, log, or computer-listed numbers and check to see if each inmate is in his/her proper place; account for location and status of inmates.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Inaccurate counts could lead to escape or injury of inmates and could lead to adverse public reaction *Accounting for inmates assists in maintaining facility control *Avoids loss of officer/facility operations time	*Know how to count *Knowledge of location of rosters (AS) *Knowledge of: -how to interpret rosters - which rosters to use *Knowledge of inmate counting procedure (AS) *Knowledge of escape procedure (AS) *Knowledge of headcount policy and lock down procedure of facility	*Roster that lists number of people by housing units (AS) *Transportation rsoter *Movement sheet - lists location and movement of inmates *Headcount policy (AS)	*Each shift performs change of of shift counts or verifies prior shift's count *Types of counts: -numerical count -body count -photo count *Numerical count - count number of bodies in housing units *Body count - count or verify by name of inmates *Photo count - count or verify (match) inmates with photos *Must see skin or part of body and make sure inmate is alive *Look for any abnormalities in inmates: -physical injury -bruises -medical and mental condition *Absolute accuracy is required *Always do counts yourself, do not let inmates do counts *Inmates must stand still/everything stops or freezes during counts	1. Count bodies by seeing the body 2. Verify the count with the roster by comparing the numbers 3. If count does not match, find out quickly who is missing 4. Look on roster to find possible locations of missing persons 5. Verify through control measure (i.e., check lists) that missing person is at location indicated on movement roster 6. If count is still not correct, contact watch commander 7. Follow departmental escape procedures when necessary

5.2 (71,72,73,84) Facility Security and Key Control.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Proper supervision provides safety and security of inmates, officers, and community: -preventing escape -preventing injury *Increases staff feeling of security	*Knowledge of: -purpose of Sallyports -key control policy (AS) -physical layout of facility (AS) --where light panels are --water valve location --television and phone switches --night/day prowl lights --fuse boxes --keys, locks (i.e., location and which keys fit specified locks -emergency procedure (AS) --door control --door control procedures (AS)	*Maintenance people *Standard jail security keys and hardware *Departmental policy manual *Architectural plans indicating exits, doors, and corresponding keys	*Do not open front and back door of Sallyport at same time *Never give security keys to unauthorized personnel *Check key pouch/ring to verify that all keys are present *Never put keys down *Do not use keys for anything but locking or unlocking doors, i.e., as tools, etc. *Turn in keys when worn or bent *Do not fumble for keys *Do not talk about door and key control around inmates *Do not talk about key numbers in front of inmates *Do not leave key in lock after locking or unlocking door *If possible, keep keys to external exit under tight control *Do not enter an occupied cell with security keys *When passing keys to another officer, do not throw. Make hand-to-hand contact.	*Agency specific

5.3 (75,76,81) Making security rounds.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Proper security checks provide safety and security of inmates, officers, and community	*Knowledge of: -physical layout of facility(ies) -key and lock location and function (AS) -escape procedures (AS) -emergency procedures --emergency shut-offs --fire equipment --communication devices --radios --alarms -housing assignments *Ability to use senses (hearing, seeing, smelling) to detect problems.	*Good flashlight *Radio (portable) for emergency *Department Policy Manual	*Check to see that everything is intact - not broken, missing, tampered with *Look for anything out of the ordinary *Do not be distracted *Make scheduled and unscheduled security checks *Walk quietly *Observe: -entire area, not just front of housing area -look at everyone in housing area -sign of fights --injury --screaming --loud noises, banging -inmate's effort to block view -excessive supplies --blankets --clothing -unusual inmate behavior -tampered bars, doors, fixtures, locks, etc. *Look, listen, and smell *Officer should maintain high profile, be present at all times *Do not make rounds in set routine/pattern each time *Document anything out of the ordinary	1. Walk through assigned area(s) 2. Check physical plant during security round 3. Check outer fence areas

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
65			'Observe or look for bizarre behavior of inmates: -rocking back and forth -working on weapons -noncommunicative, withdrawn -overly nervous --pacing --shaking --paranoid -lone figures at night --sentry of gang --possible suicide 'Listen for unusual sounds, i.e., scraping, grinding, sawing, etc.	66

5.4 (77,78) Searching facility.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Proper searching can prevent: -injury to staff or inmates -escape -fire -drug or alcohol problems -riots -disease, health problems -wasted supplies *Promotes efficiency *Decreases staff complacency and increases morale *Keeps staff in control of facility	*Knowledge of: -search procedures (AS) -potential hiding places within facility and in general (AS) -regulations on authorized supplies or other items (AS) --health and comfort items --items from commisary --books --clothes -what to look for (unauthorized items): --shanks - prison made weapons --excess supplies --razor keys --tattoo kits --excess medication --contraband items -departmental procedure for contraband items --what to do with items found	*Gloves *Mirrors *Flashlights *Ladders *Hammer *Screwdrivers *Probes - tools *Department of Corrections personnel *Films on search procedures *Checklist	*Be systematic *Do not destroy property *Leave area as found *Know where the hiding places in your facility are: -shower rod, ledge, curtain seam -drains -vents -commode -door assemblies -boxes -bed post -soap, toothpaste -mattress -books -garbage cans *Search from top to bottom - climb and crawl *Be cautious of running your hand along areas -could have sharp or dangerous objects -look where your hands are going *Do not be afraid to get clothes/ hands dirty *Take out everything you find - remove from area *Limit and control movement of trustees, if used	1. Search inmates 2. Remove inmates from area as searched 3. Have a system - start at door and work around systematically 4. Search entire area thoroughly 5. When contraband is found, remove it, and, if possible, determine who had it - ask 6. Remove excessive supplies and/or unauthorized items 7. Return inmates 8. Take pictures of evidence 9. Write report or document search and results

5.4 (77,78) continued

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
			*Make sure only one officer is responsible for his/her area *Use appropriate searching tools, i.e., screwdriver, flex mirror, etc. *When in doubt, contact supervisor *Document when necessary (AS)	
69				70

·5.5 (79) Conduct pat search of inmates.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Proper searching methods prevent: -injury to inmates or staff -contraband	*Knowledge of authorized supplies allowed to inmate - what is considered contraband *Knowledge of when pat down is required: -from procedures manueal	*Metal detector *Procedures manual	*Do not put hands in pockets before patting *Remove everything from pockets, person *Check under wrinkles, rolls of fat *Do not be embarrassed *Be professional and composed: -no conversation/small talk -do not be distracted *Retain a (safety) vantage point: -keep body so that officer is not in position to be kicked, hurt *Remain alert *Remove outer excess garments first, before pat down *Remove socks, shoes for searching *Check clothing seams (wrinkle clothes and seams) *Look for specialty weapons: -belt buckle knives -pen knives -belt buckle guns -metal combs -narcotic paraphernalia -scalpel *Never assume delivering officer has searched thoroughly	1. Have inmate assume appropriate positioning for search 2. Systematically start from one end and work thoroughly to the other end - searching/patting every area in between 3. Remove contraband as appropriate 4. If contents from pockets are removed, go through contents thoroughly

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
			•Check waistbands, bra supports, wigs, barrettes, false teeth, prosthetics •Pat search someone when suspicion warrants or as a matter of routine: -someone tells you an inmate is carrying something -an inmate is a known drug user -an inmate looks like he's intoxicated or drugged	

5.6 (80) Conduct strip-search of inmates.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Proper searching prevents: -injury -contraband flow -legal liabilities	*Knowledge of legal legislated restrictions on strip searching: -in special orders -codes and Laws Legal Update *Knowledge of when, where, and how (departmental procedures) for strip searches *Familiarity with section in penal code re: strip search (PC 1367)	*Codes and Laws Legal Update *Procedures manual *Flashlight *Penal code *Gloves	*Male officers strip male inmates/ women search women: -female can search male only with male officer in close proximity and only in emergency *Do not probe into cavities *Have inmate take out or off prosthetics or false teeth, etc. *Common hiding places: -rectum -under tongue -underarms -bottom of feet -wrinkles -hands -casts -false limbs -hair -vagina *Watch inmate while searching clothes *Watch for items falling on floor *Do not be embarrassed *Retain safety vantage point *Search warrant is required for anything other than just visual search: -unless you know something is up in cavity; then call doctor; search warrant required *No audience allowed - must have some degree of privacy *Act professional	1. Pat down search first 2. Remove articles from clothes 3. Take clothes off - inmate hands each item to officer as it is taken off 4. Search each item completely and thoroughly one at a time 5. Systematically search body visually from one end to another, including cavities of body 6. Bend them over 7. Spread buttocks 8. Lift areas of body 9. If suspicious, have them squat and walk 10. Run fingers through hair and check under tongue, in mouth, behind ears

5.7 (82) Conduct outside/perimeter checks.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Proper security checks prevent: -injury -escape -incoming contraband -bad public relations	*Knowledge of: -outside perimeter security requirements -physical layout -emergency procedures (AS)	*Flashlight *Weapon *Keys *Radio *Maintenance crew	*Look for anything abnormal: -fence -windows -lights out -security violations *Do not be scared *Lock gates behind you *Check front parking lot *Dress for the weather	1. Get flashlight, weapon, keys if needed, radio 2. Notify all posts (where other officers are) that you are leaving and where 3. Walk around building, fences 4. Look for abnormalities 5. (If nothing wrong) return to the facility, notify officers that you've returned 6. (If notice something wrong) notify watch commander 7. Log problems and/or security check 8. Notify supervisor to fill out maintenance request
77				73

5.8 (83) Investigate disturbances or suspicious activities.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Investigating disturbances: -saves lives -avoids damage to facility -prevents escapes and injuries -avoids liability -prevents early medical retirements	*Knowledge of emergency plans (AS): -major disaster -fire -escape -riots *Be familiar with means for calling for assistance *Knowledge of first aid and CPR (required) *Knowledge of physical layout of facility	*Procedures manual *Scott airpacks *Fire extinguishing equipment	*Safety of officer is priority *Security of the facility is priority: -don't unlock doors -be security conscious *Don't run into situations without looking or thinking first *Maintain composure *Do not wear keys into a tank of inmates	1. Call for assistance when necessary 2. Observe what is occurring until assistance arrives 3. When assistance arrives, take appropriate action

6.0 Supervising Inmates

6.1 (85) Inspect cells/dorms and other areas for cleanliness.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Health hazards to staff and inmates *May violate constitutional rights - cruel and inhumane punishment	*Knowledge of department policy/ regulations re: cleanliness (AS)	*Gloves *Mirror *Flashlights *Checklist	*Be systematic *Leave area as found *Inspect from top to bottom *Be cautious of running your hand along areas *Have a system for inspection	

6.2 (86,87) Supervise the cleaning of cells/dorms by inmates and other inmate worker activities.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Danger from cleaning supplies to staff, inmates	*Know individuals/classifications *Ability to give instructions and lead	*Cleaning supplies *Department Policy (AS)	*Ensure that inmates are equitably contributing to the work *Maintain careful control over cleaning supplies *Make sure that they do not tamper with or steal other people's property *Check for passing of contraband *Be sure not to give suicidal person cleaning supplies that can be used for that purpose	

6.3 (91) Pass out medication, observe inmate taking it, and record if taken or refused.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Legal liability for failure to pass out properly *Failure to give medication can create serious control problems *If inmates allowed to store instead of take medication, could commit suicide or become intoxicated	*Ability to read labels, time intervals	*Labels *Medical staff *Medical log *Department policy and procedures manual (AS)	*Verify identity of inmate before giving medication: -name tag -wrist band -photograph *Very important to make sure that they did swallow *Control inmates - keep them in line rather than letting them push together in a group *Be assertive - easy to be intimidated at this time *Record refusals in log *Must be done at proper time *Dispose of needles used for diabetics *Look for behavioral signs that inmate has taken wrong medication	

6.4 (92) Feed/supervise feeding of inmates in cells or dormitories, verifying tray and/or silverware counts.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Serious security and control problems can result from incorrect counts: -material for shanks *Keeps food costs down		*Policy manual (A5)	*Ensure that you get back all the items you get out *Watch for favoritism/dislike of inmate workers in giving out food *Ensure that the same number of trays go into an area as there are inmates to be fed in area *Ensure that all inmates have the opportunity to eat; for example, inmates may withhold food from others (child molesters)	1. Look over the food and determine if it is proper amount, not tampered with, etc. 2. Count silverware and trays going into an area 3. Monitor eating process 4. Count silverware and trays coming out of area 5. Resolve discrepencies

6.5 (93) Release inmates for meals in dining hall at appropriate times.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Control of inmates is at stake - too many inmates together or waiting in line can cause problems	*Knowledge of department procedures re: release for meals *Knowledge of schedules (AS)	*Department policy/ procedures manual	*Don't release large group of inmates at one time *Close gates after each group is released *Check to make sure that everyone who is supposed to go, does go *Have adequate number of officers to supervise movement and feeding	

6.6 (94) Supervise feeding of inmates in dining hall, cafeteria, or food service area.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Safety and control problems: -fights -passing contraband *If problem does occur , may well be serious because you have so many potential people involved *Low staff/inmate ratio - potential for real problems *One of the most volatile areas in the jail	*Knowledge of department policies/ procedures regarding feeding in dining hall *Knowledge of back-up procedures	*Department policy/ procedures manual (AS)	*See 6.4 *Ensure that inmates are seated in assigned or appropriate seats *Watch for anything out of usual: -anger, arguments -quick movements -passing -throwing -inmates sitting in racially segregated groups *Quick control of problems is essential *Supervise leaving; make sure they do not take food or trays/ silverware from dining hall *Inmates will try to test new COs by bending rules. Enforce rules immediately and consistently. Otherwise, will lose credibility and control.	

6.7 (95) Distribute/supervise distribution of commissary.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Commissary is very important to inmates, get very upset when not done properly *Provides health supplies	*Knowledge of department policy/ procedures regarding operation of commissary (AS)	*Department Manual (AS)	*Make sure that bag contains everything on slip: -make them check the contents in front of you -have inmate acknowledge receipt *Watch out for theft by people doing commissary; particularly overcharging for goods *Don't be intimidated by inmates; they will try to tell you they were shorted *Don't give goods to anyone other than inmate for whom they are intended	

6.8 (97) Accompany doctors or nurses during their medical records or visits to inmates.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Security risk to medical staff and officers because former are not usually security conscious	*Knowledge of department policy vs. medical policy *Knowledge of facility schedule	*Department Policy/ Procedures Manual (AS)	*Refer to 6.3 *Drs. and nurses are not security conscious - must keep them within facility regulations *Inform them of the classification of the people they are visiting *Security is highest priority, not medical treatment *Best not to have an inexperienced nurse/Dr. and CO do rounds together because they will be easily conned *Make medical staff aware of when they are being conned *Complete rounds within existing time constraints - stay on schedule	

6.9 (98) "Roll up" inmates for release or transfer.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Control and maintaining facility security *Maintains discipline	*Familiar with facility forms for transfer/release *Knowledge of the individual inmates	*Forms (AS) *Department policy/ procedures manual (AS)	*Find out reason or purpose for roll-up *If reason is positive, tell them because they may move more quickly *Have them do it immediately - no delay; they may drag their feet here. Enforce orders immediately *If problem with roll-up, contact supervisor *Verify identity to ensure correct person is being rolled up *Record action in log *Have inmate clean his/her area if time allows *Make sure issue is returned and in good order	

6.10 (99) Get inmates up and ready for work details, furloughs.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*If time schedules are not followed can disrupt facility operation; this can result in a variety of problems	*Knowledge of department policy/ procedures for work details/ furloughs	*Facility schedule	*Refer to 6.10 *Follow time schedules for wake-up, reporting to work *Verify identity of workers - make sure right people are going *Make sure the right people are going to the right work detail at the right time	

100

101

6.11 (100) Get inmates ready for transportation to court, hospital, etc. (e.g., ensure proper dress).

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Could be held in contempt if they don't make it to court *Create serious problems if mix up classifications or fail to apply appropriate restraints	*Knowledge of department policy/ procedures re: clothing for court appearances *Knowledge of court order re: clothes *Knowledge of department policy re: use of restraints	*Department policy/ procedures manual (AS)	*Refer to 6.10 *Inmates may not want to go to court *Identify classification of inmates being transported (don't mix classifications improperly) *Keep crime partners separate, various classifications if possible	

6.12 (101) Conduct/supervise clothing or bedding exchange.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Health of inmates *Legal liability *Destruction of clothing can occur and pieces used for various negative purposes (e.g., nooses)	*Knowledge of facility rules/regulations and state law re: frequency of exchange (Title 15) *Knowledge of facility schedule	*Current inventory of clothing or bedding supplies *Title 15	*Refer to 6.7 *Exchange all goods one-for-one *Check that clothing or bedding has not been destroyed or damaged *Watch for deals between trustees and inmates *Stay on schedule	

6.13 (102) Pass out supplies (e.g., toothpaste, soap, matches, razor blades) and account for return of supplies.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Refer to 6.12	*Knowledge of department policy re: what and how much is allowed in facility	*Current inventory of supplies *Title 15	*Refer to 6.12 *Check compatibility between classification and supplies (e.g., suicidal with razor blade) *Be aware of how much of what people have received recently: -refer to written record	

6.14 (103) Supervise inmates' phone calls.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Inmates' attitudes are more positive when they can contact family, friends, attorney, etc. *Ensures that each inmate gets chance to make calls	*Knowledge of department policy/ procedures re: phone calls *Knowledge of state law re: access to phones	*Title 15	*Watch for inmates making obscene and threatening phone calls *Watch for property damage to the phone *Follow facility phone schedule *Make sure people don't monopolize the phone-set limits	

6.15 (104) Supervise inmates in exercise or recreation room or yard.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Control problems because of low staff/inmate ratio *Opportunity for escape may be high	*Knowledge of who you are supervising (classification) and department rules re: when and how a particular area is to be used *Knowledge of minimum jail standards re: fresh air/ sky exposure *Knowledge of emergency procedures	*Title 15	*Be alert for behavior that departs from the norm *Assaults are quite likely during this time *Be aware that the inmates will use diversionary tactics *Control level of the activity: -watch for escalating roughness in games, activities *Watch for contraband coming over the fence *Make sure you get back all the equipment given out *Strictly enforce time schedule *Watch for unusual grouping of inmates *Watch for escape attempts	

6.16 (105) Select inmates to be selected as trustees. (Note: This will not ordinarily be performed by new COs).

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
112	*Knowledge of how trustees are selected (i.e. criterion) and regulations regarding their activity (facility - specific) *Knowledge of classification system	*Classification system	*Don't put friends together *Pick the inmates for details rather than letting them pick their own details	113

6.17 (106) Recommend/make inmate work assignments (Note: Entry-level will not typically perform this task).

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
			*If you have a problem with inmate, inform supervisor or person who makes the assignments	

6.18 (108) Open, search, and/or read and log inmates' non-legal mail.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Legal liability (e.g., civil rights violation) *Prevents incoming contraband	*Knowledge of department policy regarding non-legal mail (e.g., what can be given to inmate) *Knowledge of department policy re: disposal of things found in mail *Ability to distinguish between legal and non-legal mail	*Title 15	*Scan mail for information that indicates a possible security problem *Look for contraband (e.g., stamps, greeting cards, money) *Make up receipt for money or money orders (in contraband) *Watch for mail designated "legal" that in fact is not (e.g., from wife) *Maintain confidentiality of information discovered in inmates' mail.	

6.19 (109) Open and search inmates' legal mail (in inmates' presence).

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Legal liability *Loss of case if privileged information is divulged	*Knowledge of department policy re: legal mail	*Title 15	*Legal mail must be opened in front of inmate *Scan, but do not read legal mail *Look for contraband *Maintain confidentiality *If inmate refuses to let you open it in his/her presence you may return it to sender	

6.20 (110) Distribute mail to inmates.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Legal liability if not done properly (strict legal right) *Can be very emotional issue to inmates; thus can cause serious problems if not done properly	*Knowledge of what to do with mail if inmate has been released *Knowledge of facility's mail distribution system in conjunction with the postal system	*Departmental Manual (AS) *Title 15	*Be sure that inmate gets only his/her mail *Hand deliver directly to inmate - do not put in bars or give to someone else *Distribute and send mail on a timely basis *Watch for signs/symbols on envelopes indicating gang affiliation	

6.21 (113) Observe/monitor attitudes and conduct of inmates, watching for signs of potential disturbances.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Danger to staff and inmates *Security of facility *Legal liability for negligence (sins of omission)	*Knowledge and recognition of signs of problems *Knowledge of facility classification system *Knowledge of where to refer particular problems *Knowledge of emergency disturbance procedures (AS)	*Other inmates *Other officers *Inmate files *Medical staff *Inmate him/herself *Handouts on symptoms of drugs and alcohol use *Physicians Desk Reference *Outside agencies (e.g., mental health, clergy, A.A.) *Court personnel	*Signs of potential disturbance: -gatherings of inmates -diversionary tactics -rising noise levels -unusually quiet -inmate attention is focused on officer or particular area -people who are afraid to leave bunk, go to meal -unusual requests (e.g., asks for protective custody, clothing requests when exchange has recently occurred) -unusual level of jail damage (e.g., vents torn up) -people who do not usually spend time together begin to -hoarding of commissary (possible food riot) *Signs of medical problems: -unusual requests to medical staff -unusual reaction to medication -loss of appetite -injury, blood on clothing -nodding, seizures, tremors -skin color *Signs of alcohol or drug use: -stealing sugar -signs of intoxication -dilation of pupils -speech patterns -behavior changes *Signs of psychiatric disorder: -withdrawal -bizarre behavior (e.g., chewing paint off wall, eating feces)	

6.21 (113) Continued

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
			-paranoia -loss of appetite *Pay attention to what other inmates are saying about an inmate *Monitoring attitudes: -acting out behavior -change in officer/inmate relationship -be aware of what is happening in court to inmate *Check on classification of inmates and special treatment conditions *When in doubt, contact supervisor or specialist - do not go beyond the bounds of your expertise	

6.22 (114) Monitor and intervene in disputes between inmates (before a fight occurs).

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Potentially explosive situation - high danger to staff and inmates	*Knowledge of whom to call (staff capabilities) and how to call for back-up *Interpersonal communication skills *Knowing what is happening or has happened in a tank or module: -recent incident reports and/or log	*Other staff *Other inmates	*Be aware of possible set-up; don't jump in the middle of fight immediately without sufficient back-up *Don't get in someone's face *Stay calm, do not escalate by your own behavior *May be a diversionary tactic *Consider safety and security of all inmates and staff in taking action *Don't take sides *Don't physically touch someone involved in a dispute unless you are going to apply restraints or prevent further physical injury *Try to remain detached (impersonal/pragmatic) from inmates in making a decision or in intervening	1. Recognize problem (refer to 6.21) 2. Decide whether to handle alone or call for back-up 3. Give verbal commands 4. If nothing happens, separate or isolate disputing inmates 5. Identify problem 6. Resolve problem 7. Document event/ incident on log or incident report

6.23 (115) Break up "horseplay".

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Prevents escalation, accidental injury to inmate	*Refer to 6.22	*Refer to 6.22	*Refer to 6.22 *Break up all horseplay; potentially volatile situation; may turn into a dispute *Do not over-react; act professional and retain composure	*Refer to 6.22

6.24 (116) Respond to inmates' questions or requests.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Minimizes anxiety level of inmates *Preventive of problems before they occur *Smoother running of facility	*Knowledge of facility operations, systems, policies, rules/regulations (AS) *Knowledge of request forms (AS)	*Department policy/ procedures manual (AS) *Request forms (AS) *Rules and regulations *Minimum jail standards *Other staff	*Tell the truth *Give answers in a timely fashion *If don't know, say so *If you tell them you will find out, do so *Say no, don't try to please or appease *Put it in writing (requests and responses) *Follow-up on anything to tell them (e.g., get answer, contact referral) *Don't get involved in long conversation with inmate	

7.0 Communicating

7.1 (117,118,119,120,121,122,123) Calling, reporting.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Calling and reporting to fellow officers: -reduces injuries -saves lives -saves time -provides operational continuity/consistency	*Knowledge of: -department's procedures for calling, reporting, briefing (AS) -daily procedures, routines (AS) -emergency procedures (AS) -special orders or problems -physical layout of facility (AS) *Ability to use communication devices (properly)	*Briefing board *Communication equipment: -radios -alarms -intercoms -computers *Line-ups or staff briefings	*Collect and provide adequate information when reporting *Do not exaggerate, panic, or underemphasize *Use proper communication system for situation *Report everything *Be clear and accurate, honest	
133				134

7.2 (124,125) - Answer incoming phone calls, provide information, route calls, or take messages.
- Answer questions/provide information in person to individuals visiting jail.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Promotes good public relations, service to the community	*Knowledge of: -all phone extension numbers (AS) -privacy act (Civil Code) -department's procedure for providing information, dissemination of information to outsiders (AS) -where to route calls and where to find answers when necessary (AS) -visiting procedures (AS) *Ability to use communication devices	*Procedures manual *List of phone extensions - numbers *Control center	*Be courteous *Information that can be disclosed: -whether the person is there -name -arresting agency -charge -bail -age -race -visiting hours *If taking message, get call back number, name of individual calling, reason for call (who, what, when, where, how) *Ask questions when appropriate *Relay messages when applicable	

7.3 (126) Conduct tours of the facility (Note: Entry level could not perform this task).

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
137				138

7.4 (127) Communicate via radio or telephone with control or other officers within facility.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Allows for prompt running service *Promotes officer safety through fast response *Conserves officer hours	*Ability to operate communication devices *Knowledge of what communication equipment is available and where equipment is located *Knowledge of department's procedures for communicating (AS)	*Radio *Telephone *PA systems *Procedures manual	*Keep brief, to-the-point *Conversations are conducted over telephones, not on the radio *Security matters confined to telephone *Personal matters not conducted at work *Use plain language, speak clearly *Radio is for short one-line communication *Use phone whenever possible	

7.4 (127) continued.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
141	*Knowledge of various dispatch codes (e.g., code 2 - medical)		*Should know where and why assistance is to be summoned	142

7.5 (128) Monitor outside radio for information relevant to jail operations.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Saves lives *More efficient operation of jail *Message is recorded;can assist in possible civil suit or provide information of incident takes place	*Ability to operate radio base station (AS) *Knowledge of what is run on what frequency for what purpose (AS) *Ability to use and understand "10" code or code used by your agency *Knowledge of when to log certain calls according to procedures manual (AS) *Knowledge of unit numbers (base station call numbers) (AS)	*Radio *Procedures manual *List of 10 code and call numbers	*Be brief and to-the-point *All transmissions recorded *Speak clearly *Depress call button before speaking and hold until finished, then release button *Never use profanity *No verbal "horseplay"	

7.6 (129) Dispatch help in emergencies or disturbances within the facility.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
	*Knowledge of various dispatch codes (e.g., code 2 - medical)		*New person does not dispatch *Should know where and why assistance is to be summoned	

(Note: Entry level COs will not perform this task.)

7.7 (133)Communicate directly with court personnel regarding depositions, appearances.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
147				148

7.8 (134) Testify in court.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Provides successful prosecution of case *Prevents embarrassment and saves credibility of officer *Show up; failure to show up results in "contempt of court" charge and possible fine or jail sentence or dismissal of charges	*Knowledge of: -department dress policy (AS) -how to respond to subpoena -location of court and DA office (AS) -department policies for processing case - evidence, discipline, etc. -court proceedings	*Crime report *Evidence *Personal notes *Scene of the crime	*See DA prior to court appearance: -review case -review DA's and defense attorney's questions -bring evidence to DA -draw diagrams if necessary *Dress appropriately, neat and professionally: -departmental uniform -suit and tie according to departmental policy *Be well-groomed *Be prompt *Do not discuss case with anyone but DA or investigating officer *Be truthful *Answer questions briefly and honestly *Do not argue with defense attorney *Be courteous *Refer to notes only when necessary *Adequately review crime report, etc. *Be prepared, know what you're talking about *Respond appropriately to subpoena	1. See DA 2. Go to court room 3. Wait for name to be called as witness 4. Swear in (raise right hand) 5. Review reports 6. Review photos if available

7.9 (135) Brief new inmates regarding jail rules and procedures, meet schedules, etc.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Ensuring inmates have been briefed: -provides for smooth running jail -avoids confusion -avoids time wasted by answering questions -meets statewide standards	*Be familiar with rules, procedures, and schedules *Knowledge of where to obtain packet with information or orientation film	*Information packet or sheet *Orientation film *Provisions for illiterate or non-English speaking inmates		1. Post regulations and/or give packet or information sheet with all basic information on it 2. Have inmate view orientation film if appropriate 3. Answer pertinent questions

7.10 (132,136) Talk with inmates over intercom.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Time saving *Staff maintains control of activities of inmates	*Ability to operate intercom *Knowledge of when and why to use intercom *Knowledge of location of intercom	*Intercom	*Use to: -give instructions -provide information about general activities during the day -daily inmate activities --meals --wake up --television --lights out --doctors --attorney interviews --visits --recreation *Speak clearly, repeat if necessary	

8.0 Physically Demanding Tasks

NOTE

The knowledges and skills required to perform the physically demanding core tasks of the CO job were determined in a separate analysis, the results of which are reported in Development and Validated Report for: Recommended Physical Abilities Standards for COs. Thus, knowledge and skill maps for these core tasks are nnot included in this Appendix.

9.0 Miscellaneous Tasks

9.1 (171) Make arrest and charge inmates who commit crimes within facility. (Note: Not typically performed by new COs)

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Case can be lost if done incorrectly *Controls inmate behavior *Prevents unlawful activity	*Knowledge of and familiarity with 4000 series of Penal Code *Knowledge of department policy/ procedures for arresting and filing charges *Knowledge of proper report Format and content requirements	*Penal Code *Procedures manual *Appropriate report forms (AS)	*Make sure felony complaint form is attached to report when applicable *Read rights when going to interview or interrogate inmate that is a suspect *Seek assistance from superior or more experienced officer	1. Isolate suspect 2. Have sufficient manpower depending upon suspect and circumstances 3. Advise inmate that he/she is under arrest and what he/she is under arrest for - admonish 4. Re-book inmate 5. File report with DA (AS) 6. Do investigation that supports the arrest

9.2 (175) Type reports, forms correspondence.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Without typing ability, time is wasted by officer spending too much time typing *Provides clarity of reports for reading and accuracy	*Typing skills - ability to complete a typewritten report *Knowledge of report procedure	*Typewriter *Paper	*Proofread	

9.3 (177) Assist in search for missing/escaped inmates, inside or outside facility.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Protects safety and security of community, staff, and inmates	*Knowledge of escape/search procedures *Knowledge of physical layout of facility *Knowledge of headcount and lockdown procedures	*Weapon *Flashlight *Radio *Vehicle *Procedures manual	*Do not enter dark rooms *Do not enter room alone *Follow instructions *Follow headcount and lockdown procedures	

9.4 (178) Extinguish or help extinguish fires.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Saves lives *Prevents injury and damage	*Ability to operate fire equipment *Knowledge of location of equipment *Knowledge of fire extinguishing procedure (AS) *Knowledge of what equipment is used for what type of fire *Knowledge of emergency exits *Knowledge of facility layout	*Fire extinguishing equipment *Breathing equipment *Fire department	*Remember smoke may rise and inmates on upper floors may not be able to breathe *Do not over- or under-react *Make sure you have sufficient help *Do not panic	1. Determine severity, scope, type, cause of fire 2. Call for assistance if needed 3. Extinguish with appropriate equipment at site if possible 4. Evacuate inmates if necessary - due to smoke or fire 5. Exhaust smoke with fans 6. Notify outside agencies, chain of command (AS)

9.5 (180,181,182,183) Read various materials.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
166			*Reading at a basic level *Won't be doing a lot of court document reading but will need to read to do simple interpretations of legal documents	167

9.6 (170) Investigate accidents or crimes that occur within the facility by interviewing witnesses and suspects, collecting and preserving evidence, and/or taking photographs and lifting fingerprints.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Investigation of crimes or accidents helps to: -solve a crime -determine cause of crime or accident -successfully prosecute criminal	*Knowledge of departmental procedures for investigation (AS) *Report writing skills: -put down who, what, when, where, why, and how *Knowledge of report writing policy	*Supervisor *ID technicians *Skilled criminal investigator, if crime is serious	*Do not let anyone in the area of crime, yourself, or anyone else touch things in that area	1. Remove victim 2. Protect the scene/ evidence 3. Call supervisor 4. Write report

9.7 (179) Evacuate inmates from area or facility.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Saves lives *Prevents injuries, harm to inmates, staff	*Knowledge of evacuation procedure (AS) *Knowledge of physical layout of facility (AS) *Knowledge of headcount procedure	*Procedures manual (AS) *Supervisor	*Be calm, don't panic. Inmates will panic if you do. *Be observant and alert. Watch for possible escape. *Keep outsiders out of the area. Keep the inmates together.	1. Get appropriate back-up 2. Follow instructions from supervisor and follow evacuation procedure for department

9.8 (186) Conduct on-the-spot (crisis intervention) counseling sessions with inmates.

VALUE	PREREQUISITES	AIDS AND RESOURCES	RULES AND CONCEPTS	STEPS
*Conducting crisis intervention may save lives and releases staff from civil liability	*Knowledge of referral services available (AS) *Ability to record behavior when reporting a crisis	*Referral services	*Do not do counseling *Report behaviors, not your opinions *Do not place suicidal inmate in unobserved single person cell *Do not ignore an inmate who appears to be acting bizarre	1. See someone in trouble 2. Physically move inmate to appropriate place or listen to inmate 3. Refer to appropriate source